



ALACHUA COUNTY, FLORIDA

ALACHUA EXCELS

Alachua County Commission Guiding Vision - FY 05-06

1. The County will, in accordance with our Comprehensive Plan, attempt to slow sprawl in the County's rural areas and western Gainesville while encouraging higher density infill within Alachua County municipalities. Vital to this effort is the joint planning and promotion with the City of Gainesville of east Gainesville redevelopment, in accordance with the Plan East Gainesville Report.
2. Concepts of traditional neighborhood design and compact development will be encouraged and implemented within the urban area and coordinated through the MTPO, as part of the Livable Communities Reinvestment Plan and our Comprehensive Plan.
3. Annexations into municipalities will not be opposed or discouraged by Alachua County, providing the Boundary Adjustment Act criteria are followed, the annexing jurisdiction shows evidence that it is including low income and minority areas within its annexation planning and specific transition plans including service delivery and fiscal impacts are adopted prior to the annexation referendums.
4. The Countywide Visioning Process will continue to develop intergovernmental coordination, allowing implementation of local municipal planning and visioning that could be formally incorporated into the County's Comprehensive Plan and the plans for each municipality.
5. Environmental lands will be protected by purchases through the Alachua County Forever program and by the monitoring and regulation of development in sensitive environmental areas. The County will continue to facilitate and acquire new park lands and open space in cooperation with our municipalities for the enjoyment of our citizens. Further, the County acknowledges its role in protecting the health of our citizens by ensuring an adequate supply of clean air and water.
6. Future transportation improvements within urban areas will be pedestrian friendly and multi-modal in nature. Rural roadway expansions will be oriented towards public safety improvements and the inter-connectivity of collector road systems. The County will not encourage widening of rural roadways or the paving of dirt streets within the proposed rural reserve areas outside the Urban Cluster. Where dirt streets are paved within the urban cluster, assessment policies should mandate that local residents will bear a proportionate share of the cost. A fiscal policy and annual funding shall be established as is financially feasible to match dirt street assessments agreed to by citizens. The County shall establish a pavement management plan and develop adequate funding.



ALACHUA COUNTY, FLORIDA

ALACHUA EXCELS

Alachua County Commission Guiding Vision - FY 05-06 (cont'd)

7. A separate MSTU will be maintained for a portion of the Sheriff patrol services in the unincorporated areas. The County will continue to work with the Sheriff to determine a base level of service countywide. Municipalities should contract with the Sheriff if they wish patrol services beyond the base level, as they have the option of establishing municipal police departments.
8. A two-tier level of service and taxation methodology will be developed to recognize urban and rural levels of service. Rural services in unincorporated areas outside of the Urban Cluster, should be at a lower level of service than those provided in urban areas which will permit rural area residents to maintain and expect a rural lifestyle and service levels.
9. The County desires to transition from providing direct urban service delivery by encouraging and facilitating municipalities to provide municipal services. Emergency Services, with the exception of Emergency Management functions assigned to county governments by State law, and recreational programming should be services provided by municipalities as urban services. The County should facilitate the transition of these services on an equitable basis for all County residents. In situations where the County funds urban programs, the County will discourage fee structures and policies that differentiate between municipal and unincorporated residents.
10. Sustainable economic development will be encouraged through a written economic development plan focusing on strengthening existing small businesses, growing diversified industries locally, implementing an aggressive poverty reduction plan, introducing economic empowerment strategies, improving public infrastructure as our principle economic incentive and assuring new industries. These economic development strategies will be evaluated utilizing a comprehensive matrix detailing how each contributes to our quality of life.
11. Alachua County suffers from a significant level of poverty. Therefore, the County Commission desires to facilitate, foster and enter into partnerships with other agencies to alleviate the long term structural and multi-generational causes of poverty. The County Commission recognizes that government alone cannot meet this challenge and that the root causes of poverty, and not just the symptoms, must be addressed within the community. Viable educational and entrepreneurial programs designed to assist non-college bound youths are needed in Alachua County to break this cycle of poverty.



Alachua County Commission
Guiding Vision - FY 05-06 (cont'd)

ALACHUA COUNTY, FLORIDA

ALACHUA EXCELS

12. The County recognizes the fundamental role of county government regarding the provision of health and human services. The citizens of Alachua County are best served through a preventative approach to the root causes of criminal justice and public health problems.
13. The County encourages and supports innovative programs that contribute to the improved overall health of the community. The County will implement the CHOICES healthcare program providing improved health for the adult working uninsured through provision of direct healthcare, disease management and education.
14. The County supports the provision of social services to those in need in the community through direct provision of services by the County and partnerships with non-profit agencies. The County will develop a social services master plan that will take a comprehensive look at the types of service provided and methods of delivery; determine areas of duplication as well as evaluate unmet needs; and recommend methods for providing the services in a more efficient and effective manner.
15. Homelessness is a community-wide problem. The County will seek dialogue on potential solutions to the problem through the Homelessness Summit and work towards implementing its recommendations. Partnerships with municipalities and community organizations are vital to finding and implementing possible solutions to this problem. County staff will work with an ad hoc committee created by the City of Gainesville to address immediate issues regarding homeless services within the City of Gainesville.

Adopted April 12, 2005



ALACHUA COUNTY, FLORIDA

ALACHUA EXCELS

A Framework for Alachua Excels

The following is a framework for Alachua Excels that will serve to guide us in our transformation efforts in 2005. As we grow and develop as an organization, this framework for change will evolve to meet our organizational needs.

Leadership Ethic “Creating Respect for People and Place”

It is vitally important that in our daily actions as County employees we create a legacy of respect for the diversity of our citizens, co-workers and elected officials and enhance a sense of stewardship in our County's beautiful natural environment, unique communities and local heritage.

Transformation Strategy

- Empower employees and citizens.
- Implement technology that serves the organization.
- Improve systems of management and accountability.

Team-Based Management Approach Together Everyone Accomplishes More

In order to accomplish the transformation strategy a team-based management approach is essential. Our belief is that team-based efforts provide better decisions and recommendations, enhance ownership of processes by employees and reinforce a respect for the diversity and talents of the individuals making up our workforce, advisory boards and County Commission.

Commission Goals

- **Quality of Life:** To enhance and preserve Alachua County's quality of life by integrating environmental, economic and social equity principles in county decision-making.
- **Partnerships:** To increase confidence in County government by enhancing citizen participation and forging new partnerships with public and private organizations.
- **Excellence in County Government:** To excel in all areas by focusing on performance, accountability and customer service.

How can I help transform our organization?

- Participate in County conferences and training opportunities.
- Volunteer for a team in the County or your Department.
- Share your ideas on improving our operations.
- Promote the importance of what we do to your friends and neighbors.
- Continue your dedicated work and seek new opportunities for service.
- Embrace change in the organization to improve our operations.

“Caring People Providing Quality Service”

Mission Statement

It is the mission of Alachua County government to provide responsive, quality service to our citizens and to assure the sustainability of our County and its communities by balancing the concerns for economy, environment and social well being within all of our programs.

Vision Statement

Alachua County government will be a value-driven organization dedicated to responsive, respectful and courteous customer service. Alachua County will be viewed as an innovative and progressive leader in the provision of effective and efficient County services, recognizing the needs of its diverse community.

The County will provide an environment that encourages mutual respect, open communication and sharing of ideas in the decision making process. This process will include partnerships with public and private organizations, neighborhoods and employees of Alachua County.

Alachua County government will work with the community to effectively plan for growth, with the goal being to balance environmental, social and community development need.

Values Statement

- **Integrity:** We adhere to standards of ethical conduct.
- **Honesty:** We are truthful, fair and open with our fellow employees and the people we serve.
- **Respect:** We are responsive, compassionate and courteous in all our interactions.
- **Diversity:** We embrace the value and power of diversity in our community.
- **Innovation:** We are committed to the consideration and implementation of new ideas.
- **Accountability:** We are accountable for our behavior and the quality of work performed individually and in teams.
- **Communication:** We encourage open communication and the sharing of ideas to enhance the decision-making process.

Major Challenges Ahead in 2005

- Implementing CHOICES Healthcare Program
- Developing a Social Services Master Plan
- Homeless Summit and Utilization of Partnerships to Implement Recommendations
- Implementing Comprehensive Plan/LDRs
- Developing Strategies for Infrastructure Planning/Financing
- Improving Long Range Fiscal Planning/Budgeting
- Enhancing Accountability and Performance Management System
- Completing Visioning Process and Enhancing Partnerships with Municipalities
- Developing Annexation Services Transition Agreement
- Enacting Entrepreneurial Solid Waste Operations
- Implementing Plan East Gainesville





ALACHUA COUNTY, FLORIDA

ALACHUA EXCELS

Alachua Excels

County Manager's Vision

"Alachua County Government will be a value driven organization dedicated to responsive customer service. In every service program, Alachua County will be viewed locally, statewide and nationally as an innovative, progressive leader in the provision of cost effective county services. We will be known for successfully engaging our citizenry and employees in the decision making of government. Other jurisdictions will benchmark against Alachua County as the example of the best in local government services. Our citizens and Board of Commissioners will be proud of the staff, their professionalism and expertise, and have a high degree of trust in the integrity of the organization."

Citizens

- Are involved and participate on the County team by actively engaging in the charting of the course for the future of the County and the decisions of the government,
- Trust local government,
- Feel they get their money's worth from County programs,
- Even when told no, citizens feel that they were told the reason why; and believe that they were treated with respect, and
- Observe that staff are responsible stewards of the County's resources.

County Commissioners

- Sincerely believe that the organization provides well thought out alternatives for service delivery and that the organization can be counted on to fairly and positively implement the policies adopted by the Board of Commissioners,
- Trust staff,
- Believe that staff is continuously striving to improve service delivery and to challenge status quo in a constructive manner,
- Adopt short and long range strategic goals and objectives to guide staff in delivering County services,
- Believe that staff is totally committed to customer service and respects the role of elected officials as representatives of the community in the creation of policy,
- Observe that County employees at all levels are pro-active problem solvers and have a contagious "I want to serve" attitude,
- Are proud of their staff and maintain positive, mutually respecting relationships, and
- Are convinced by our attitude and our actions that their staff is the best local government staff in the nation.

Employees of Alachua County

- Enjoy working for Alachua County and appreciate the diversity of our workforce,
- Honor the direction of the Board of Commissioners and the rule of the majority in decision making,
- Understand and are committed to the organization's vision, mission and reflect its values in our actions,
- Live by and deliver services based upon mutually shared values which guide the actions of all employees,
- Have a feeling of ownership for the actions of the organization,
- Feel appreciated and proud to work for the County government and its leadership,
- Believe that County Administration, Department Heads and Division Directors actively communicate with them,
- Work in meaningful teams to anticipate and solve problems through their individual expertise in collaboration with coworkers,
- Are never satisfied with second best and are always striving to improve customer service delivery,
- Value innovation and are constantly seeking to benchmark Alachua County's services to the best service providers in the nation,
- Are responsible risk takers and work for leaders who understand the necessity of allowing occasional failure,
- Are persons of integrity working in an organization concerned with ethics and trust,
- Are recognized for their accomplishments and held accountable for their actions,
- Are proud of their individual contribution to the community and are treated with respect and dignity, and
- Become involved in community projects as individuals that reflect well on County employees.

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Team-based Management



ALACHUA COUNTY, FLORIDA

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What is a team?

A team is a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they hold themselves mutually accountable.

Why team-based management?

Teams are the basic functional unit of transforming organizations. Teams bring complementary skills and experiences together that are always greater than any single individual. Teams establish real time communications that solve problems and aid decision-making. Teams have a social dimension that enhances the economic and administrative aspects of work. Teams are fun, build trust and understanding among people and create bridges to other organizational operations and agencies. Teams allow more rapid and greater personal growth and change behaviors more quickly than one on one interactions.

Six Team Basics

Plus Openness and Clear Communications

1. Small number of participants. Less than 12 is best. For a larger group use sub-teams.
2. Complementary skills. Diversity in skills to successfully deal with the issue (technical, problem solving, interpersonal).
3. Common purpose. Share a same mission and work goal.
4. Common approach. An action plan that divides equivalent workload.
5. Common performance goals. State work plan and time frames.
6. Mutually accountable their performance. Provide quarterly updates and evaluations of progress.

Changes Underway

Current Focus

- Developing a shared vision for the County
- Establishing our organizational values
- Linking the Commission's Strategic Plan and Goals to team-based action plans

Desired Results

- Organizational direction based on Commission goals
- Guiding principles governing our behavior, policies and decisions
- Coordinating and aligning organizational efforts
- Implementing team-based management
- Empowering and engaging employees through team involvement

Team-based Environment

TIME: Team processes initially take more time than single leader efforts. But later, as team capacity is developed, teams are equal in time frame and result in higher quality decision making and organizational depth.

CAPACITY: Typically an individual can only meaningfully contribute to 3 to 4 teams at one time. Leaders spend more time than participants. Team meetings should last less than two hours.

LOCATION: Although virtual teams exist in decentralized and computerized global organizations some face to face interaction in the early stages greatly affects team success. Meeting environment, seating layout, refreshments and lack of disturbances are important and impact performance.

Real Teams

Many organizations call groups of employees teams but these often are only working groups with no sense of commitment or 'performance challenge'. We have potential teams that are in the early stages of development but have not bonded or lack the necessary cohesion or basic team qualifications. Real teams are committed to their purpose, are functioning and productive and collaborate well among individual components. A few teams become high performance teams that collectively inspire and transcend their individual members ability. The sum becomes greater than the parts.

We seek high performance teams that produce a high impact on our operations. High performance teams have a greater impact on team members because they become deeply committed to one another personal growth and success. High performance teams require a cultural change in most organizations.

Groups and teams are different.

Advantages of Teams

- Highly motivated environment and work climate
- Shared ownership
- Faster response to technology change
- Cross training
- Delegation of work
- Increased communication
- Better decisions
- Improved self worth
- Buy-in to solutions and policies people understand and have created

Experience shows that groups of people do not become teams because a manager tells them meet. Launching 60 teams will not make them all be successful or be in the right places or make us suddenly a team based organization. Teams at the top of the management structure are hardest to establish so a group of Department Directors are not a Leadership Team until the majority decides to be.

The primary objective of our teams must be performance resulting in the accomplishment of assigned strategic objectives, not just "becoming a team". Football teams are formed to win ball games not as social groups. Teams are performance oriented .

Drawbacks to Teams

- Can be time consuming and conflict with routine work.
- Appear confused, disorderly, less control oriented
- Require people to change
- Can cause role confusion; particularly with mid management
- Requires initially longer time frame for results

We are forming teams to accomplish our Commission's strategic objectives and in a responsive time-frame. This challenge requires teamwork and teams operating independently in a coordinated manner.

Our teams do not threaten Departments but integrate hierarchical structures. Teams will naturally integrate performance

and learning as we tackle complex problems (e.g. air quality, sprawl, poverty).

The language of "I" becomes "we". Teams speak a different language. The Greeks called this "metanoia" meaning a shift of mind. Some teams come to recognize they function better than single efforts and there is a meaningfulness of the experience.

They are civil to each other and allow people to challenge their assumptions and plans.

Types of Teams in Alachua County

- Organizational Policy Teams
- Cross-Functional Teams
- Process Improvement Teams
- Self-Directed Work Teams (future)
- Self-Managed Work Teams (future)

High performance teams focus on a systems approach. They recognize stake holders, speak of unintended consequences and "what if" discussions. After they create alternative solutions they examine them and their impacts on other areas. They seek to break "cause and affect cycles" that generate reoccurring problems because all components of a solution are present.

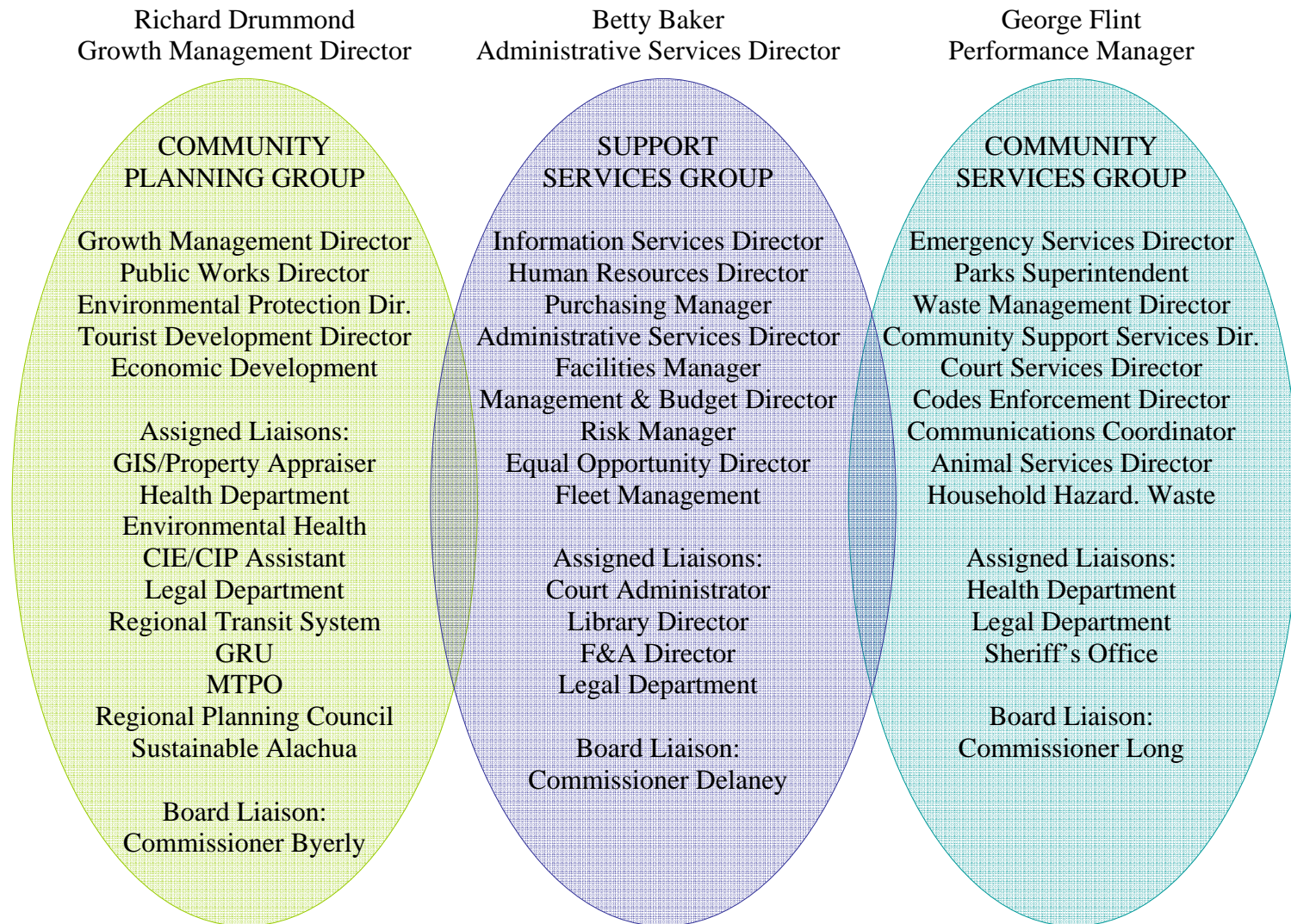
Resistance to Teams

If you are skeptical about teams it is because of the value our society places on individualism or your own "ego" that causes doubts. Sources of doubt arise from a lack of conviction that teams perform better than individuals, fears that teams are risky and make for uncomfortable interactions, and that there will be a weak organizational performance ethic to allow it to flourish. A reluctance to take a risk and submit one's fate to the performance of a team is a common fear. We fear loss of control and are typically not rewarded for team work. So, it appears only to be a risk. Alachua County intends to develop methods of rewarding teams that perform. Teams work well where there is a strong performance ethic and clear challenges.

Source: Kazenback and Smith. *Wisdom of Teams*.

FUNCTIONAL GROUPS

ORGANIZATIONAL TRANSFORMATION = TEAMWORK & COMMUNICATION → FOCUSED ON RESULTS





ALACHUA COUNTY, FLORIDA

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Leadership Team

The Leadership Team's purpose, as Department Directors, in the scheme of a team-based management continues to be to manage their Departments and oversee functional areas of operations. However, as a Leadership Team they have a new team-based role in the organization to see that the activities of all organizational teams are aligned with Alachua County's vision, values and strategic objectives.

In team based organizations Leaders exist at all levels of the organizations.

Leadership Team Members

- Have integrity and are examples of ethical leaders,
- Honor the direction of the Board of Commissioners and representative, democratic governments,
- Care about employees and are willing to intervene through Employee Assistance Programs,
- Enjoy their jobs and feel they work in a professional environment supportive of management,
- Encourage innovation and creativity in the workplace,
- Are committed to the vision and mission of the organization and reflect it in their strategic plans,
- Exemplify and live by the values of the organization by walking the talk,
- Work as a team, collaboratively supporting each other and reinforcing teamwork among employees,
- Are competitive and build esprit de corps, but not at the expense of others,
- Actively participate in developing the strategic goals and objectives of the organization,
- Benchmark, willingly as a routine practice, their programs against the best service providers in the nation as a method of continuous improving county services,
- Encourage responsible risk taking and a change agents for continuous improvement,
- Applaud the accomplishments of employees and celebrate personal accomplishment,
- Are accountable for their actions and the actions of employees entrusted to them,
- Communication occurs on a 360-degree basis in an open and honest manner,
- Enable employees to reach their full potential,
- Exhibit a contagious, positive attitude under all circumstances; problems are challenges or opportunities,
- Have a tough hide; recognizing the realities of public service,
- Develop depth in their staff capabilities so that there remains multiple, potential leaders to come after them, and
- Recognize and develop young talent by serving as mentors and using interns.

Expectations of the Leadership Team

- All members of the team will honor the direction of the Board of Commissioners,
- Individually and as a group the member will act with integrity,
- Treat each other with respect,
- Work as a team and use methods of teamwork to solve problems,
- Actively participate as the Leadership Team develops the short and long term direction for the County organization,
- Aggressively and positively communicate the actions and direction of the Commission, County Administration and the Leadership Team to employees. Help employees understand the rationale of policy directions and the “whys” behind our procedures and regulations,
- Proactively communicate with County Administration by using email, the telephone, dropping by, voice mail or brief, written monthly summaries. Inform the County Manager or Deputy of all issues which could end up in the newspaper, good news or bad.
- Honor the Golden Rule of providing all Commissioners with the same information,
- Be totally committed to customer service and improving the levels of citizen satisfaction,
- Be adaptable and flexible; “think outside of the box,”
- If in disagreement with a direction or decision, honestly and professionally discuss point of view in private with the County Manager or Team Leader. If, after expressing personal views and issues, there is no change in direction, follow the direction of County Administration or Team decision,
- Do not further your agenda at the expense of others - “Win/Win” is the routine goal of interactions between co-workers,
- Follow through with decisiveness and a “bias towards action,” and
- Know and understand how other entities and other governments provide similar services.

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Role of Team Leaders



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What does a Team Leader do?

Team leaders act to clarify team purpose and strategy, build commitment and self confidence, strengthen the teams skills and approach, remove externally imposed barriers, and create opportunities. Team leaders do real work themselves but recognize they must strike a balance between doing and letting others do. They recognize they do not have all the answers. They believe they can not succeed without the combined contributions of all the teams members and therefore avoid actions that constrain participation or intimidates. Communication with team members can be aided by email group notification and agendas in advance.

Two things team leaders do not do is to blame or allow others to fail and they do not excuse away shortfalls in team performance.

Team leaders need to be sure they help create teams, people collaborate and own decisions, not work groups where individuals just contribute but have no ownership or maybe care.

Every high performance team has someone that is a CHAMPION for each project. Alachua County needs champions for our projects.

Teams will make reports of their work to the Functional Groups, the Leadership Team and the Commission. Team presentations should include team members, be of high quality, include examples or graphics and represent the teams recommendation. There is no assurance of acceptance.

How do teams make decisions?

Majority rule
Minority rule
Autocracy
Autocracy with polling
Decision by non-decision
Consensus
Unanimity

Remember that being on a team is not an interference with your job, it is your job.

Conducting Team Meetings

1. Always have an agenda and purpose for meetings.
2. Develop agreed upon team meeting rules.
3. Help team establish roles of members (chair, scribe, scheduler)
4. Remind people of the mission and approach. Keep them focus.
5. Have people get to know each other through mixers or ice breaker exercises.
6. Facilitate discussion by all members or arrange for a facilitator.
7. Assure the group identifies tasks to be done between meetings.
8. Bring in information to raise team awareness of problems or alternative approaches. Build the skills of your team.
9. Educate yourself and team on process tools such as flowcharts, decision trees, cause and affect charts, brainstorming, affinity diagrams and force field analysis.
10. Use flip charts and graphics to record and explain thoughts or concepts.
11. Establish next meeting dates and schedules before you leave the room.
12. Keep a team notebook including minutes and final work product .
13. Orient new members. Each new member can change group dynamics.
14. Ensure that extraneous and repetitive discussions are limited.
15. Communicate team efforts to the County Manager, Directors and other teams.

Team Consensus

Teams should try to reach consensus among members where possible. This needs to be practiced as it is not in our culture as majority rules is our political heritage. Consensus decision making is known as “participatory humility” because it requires:

- Each member to feel like they have been heard and understood by the rest of the team.
- Each member must be able to live with the decision.
- Each member must be willing to commit to his or her role in carrying out the decision or implementing the decision.

Benefits to Team Decision Making

- New and different ideas emerge.
- Understanding and support increases.
- Individual points of view are aired and reconciled.
- Self interests are surfaced and addressed in decisions.
- Strong commitment to the decisions are held by broader segment of organization.
- Greater unity in win-win decisions.
- Intellectual competence is enhanced.
- Increased awareness and empathy occurs between team members.
- Team members are persuaded rather than coerced.
- The importance of each view pointed is increased.
- People get out of their organizational chart boxes.

Source: Kazenback and Smith. *Wisdom of Teams*.



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Alachua County Planning Process





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Together, these tools form the basis for linking individual performance to managerial and strategic objectives, and ultimately, to the long-term vision.



Vision. A description of what is ideal. Brief text and graphic portrayal of long-term organizational and community expectations. Focus is very long-term and broad based in nature.



Comprehensive Plan. The extensive, detailed document, which thoroughly directs and guides the future growth within Alachua County.



Strategic Plan. Defines major goals and strategic objectives. The strategic plan sets direction for the organization to work toward the overall vision. Strategic plan goals may be broad based in nature, while strategic objectives often constitute discrete special projects. Strategic plan is based upon priorities and accomplishments within an intermediate term planning period.



Budget and CIP. Annual operating and five-year capital

plan. Defines service levels by providing monies through which plans and objectives are executed.



Management Plan. Performance and outcome measures together with the mission statement and applicable benchmarks constitute the management plan for each program. Defines specific, measurable performance expectations for each program. Focus is upon ongoing activities, but may be influenced by strategic objectives. The management plan for each program is facilitated and published through the budget document.



Performance Plans. Personal performance plans for directors, managers, and employees. Defines individual contributions to the accomplishment of the program management plan outcomes and strategic objectives.



ALACHUA COUNTY, FLORIDA

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Highly Effective Commissions

In addition to the ten characteristics of highly effective Commissions listed below, studies show that effective Boards have other common characteristics that create mutual respect for each others diversity and the positions they hold as representatives of the community . Consultants suggest that a Commission which balances seriousness with humor remains effective longer than a Board who never enjoys each other during the challenges of public service.

1. Think and Act Strategically
 2. Understand and Demonstrate the Elements of Teams and Teamwork
 3. Master Small-Group Decision Making
 4. Clearly Define Roles and Relationships
 5. Establish and Abide by a Commission-Staff Partnership
 6. Make a Systematic Evaluation of Policy Implementation
 7. Allocate Commission Time and Energy Appropriately
 8. Set Clear Rules and Procedures for Commission Meetings
 9. Get a Valid Assessment of the Public's Concerns and Evaluation of the Commission's Performance
 10. Practice Continuous Personal Learning and Development as a Leader
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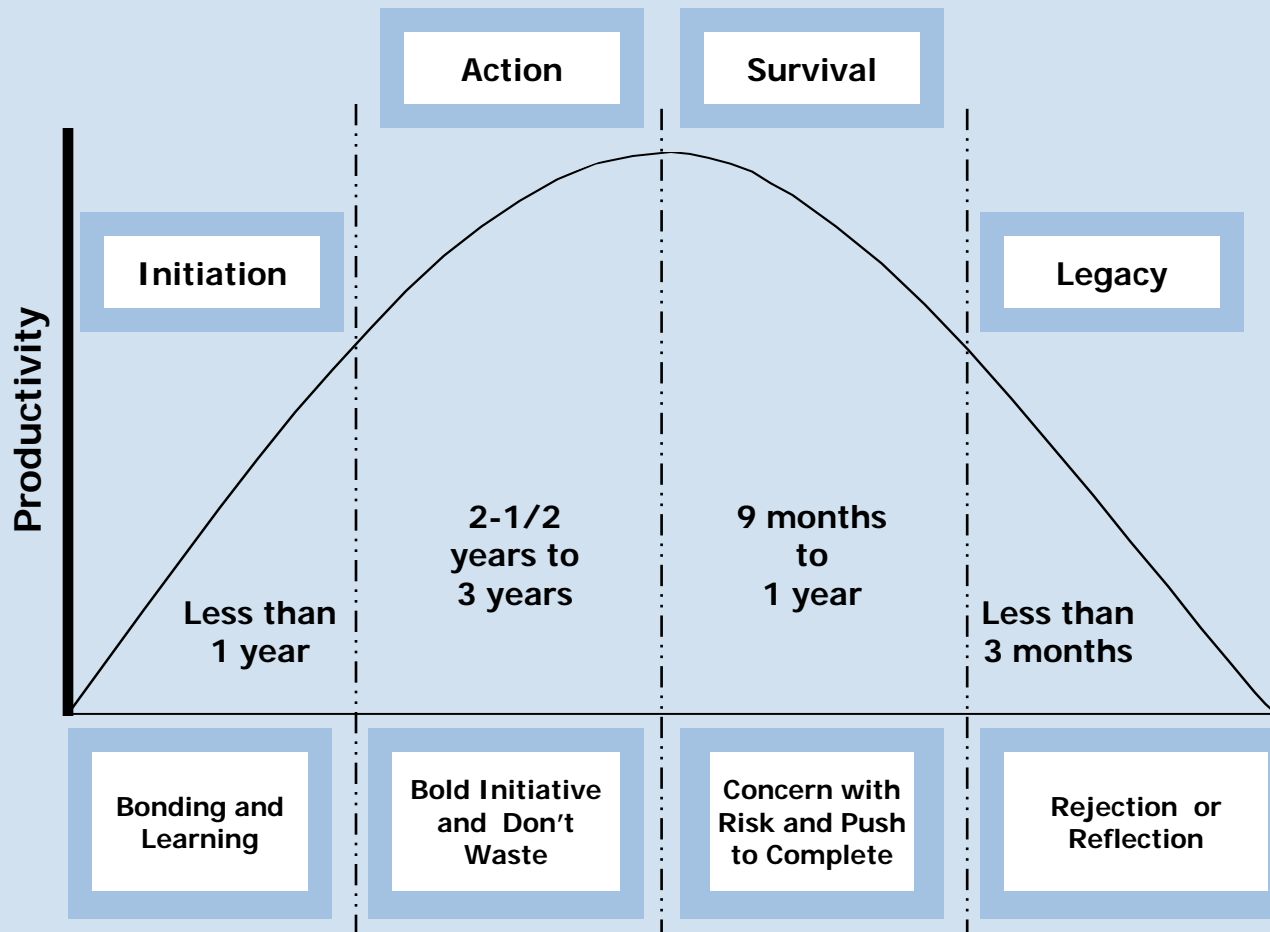
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Four Year Life Cycle of a Commission

Research shows that Commissions tend to experience a common life cycle. Each member is at a different part in the cycle based on staggered terms. Collectively the ability to perform as a Commission is governed by the understanding of these cycles and the appropriate timing to make and obtain commitment to Commission actions.



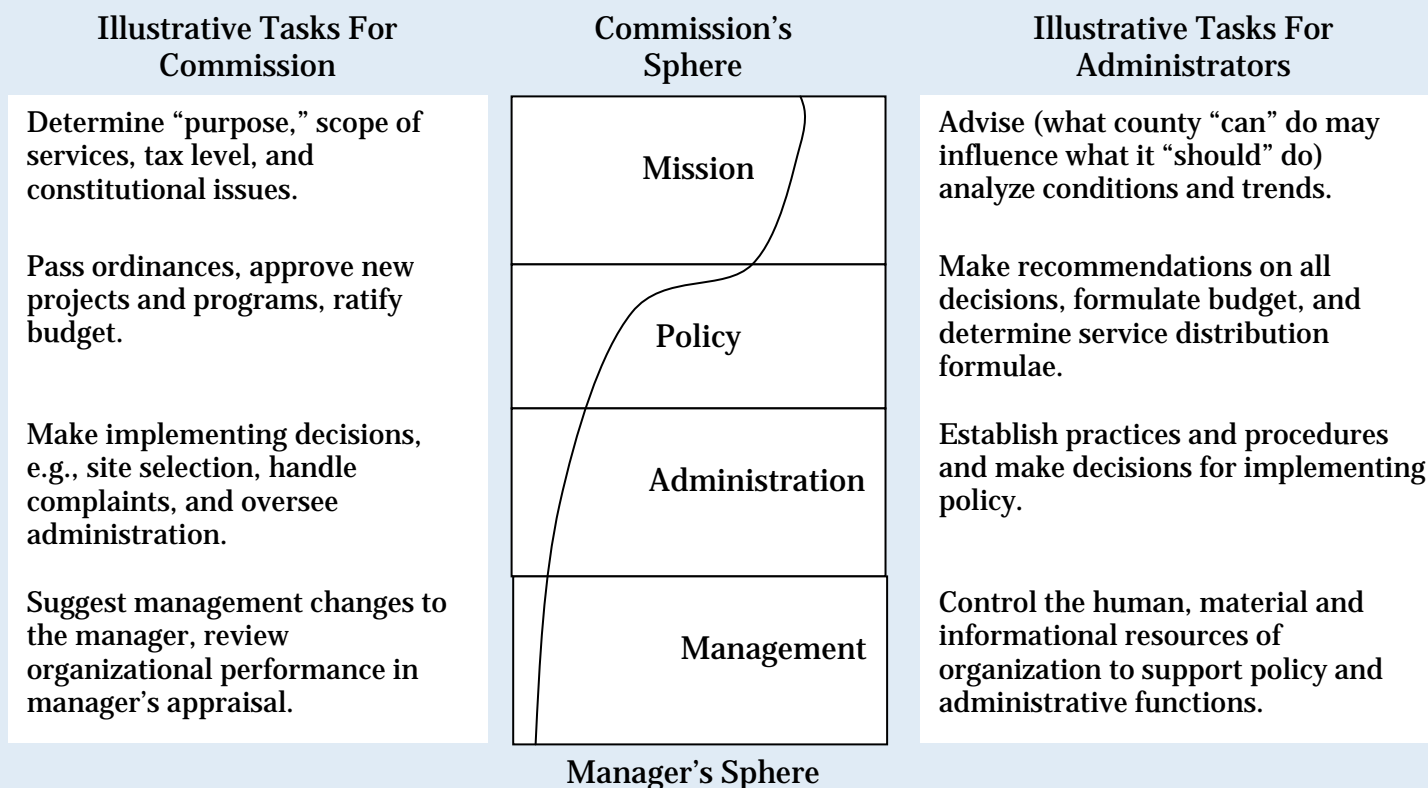


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Mission-Management Separation with Shared Responsibility for Policy and Administration

Dimensions of Governmental Process



The curved line suggests the division between the Commission's and the Manager's spheres of activity, with the Commission to the left and the Manager to the right of the line.

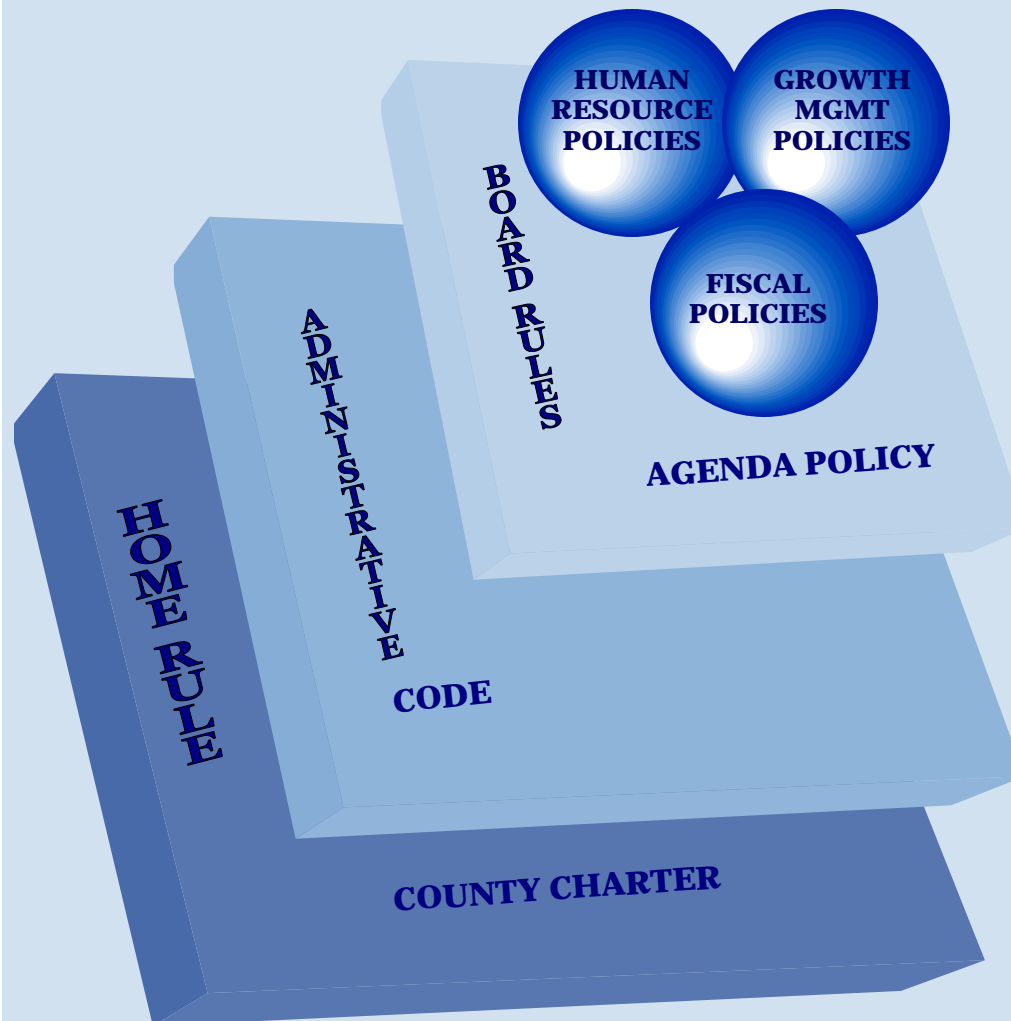
The division presented is intended to roughly approximate a "proper" degree of separation and sharing. Shifts to either the left or right would indicate improper incursions.



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Policy Framework



There is a hierarchy of policies and laws that govern the County government.

- We have a Home Rule County Charter that was approved by referendum, establishing the Commission-Manager form of Government.
- The passage of local ordinances by the County Commission establishes our Administrative Code.
- The Commission adopts Board Rules and Procedures for conducting their meetings.
- These policies are adopted by the Commission to guide the County Manager in the management of Alachua County's human resources, growth management policies and fiscal policies, all of which are interrelated.
- The County Manager issues Administrative Procedures to cover internal management issues.



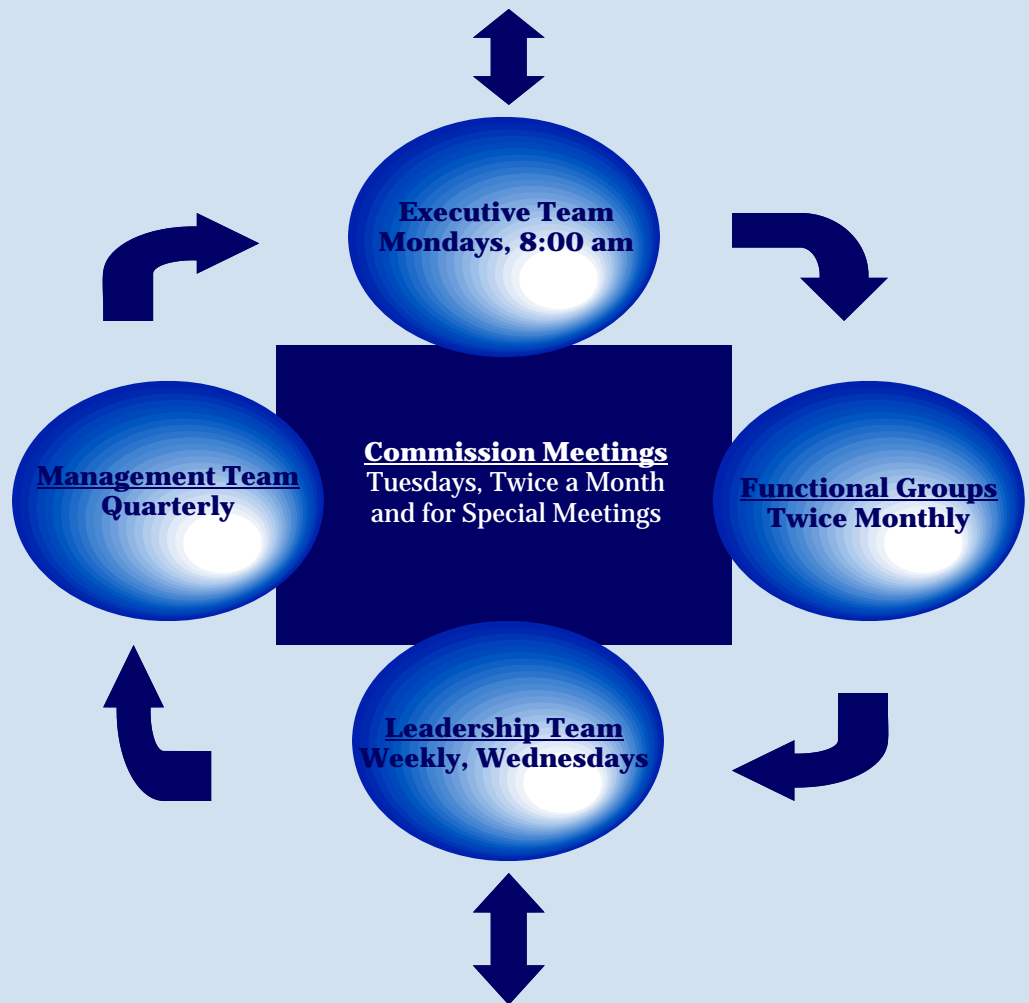
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Public Engagement

Alachua County strives to engage the public through public hearings, during the citizen concerns segment of Board meetings, by hosting informational meetings, encouraging involvement on the many County citizen boards and committees, by conducting surveys and receiving email and website comments.



Employee Teams

Specific tasks are assigned by the County Manager, Functional Group or Department to accomplish an identified organizational task or engage employees.